

Brenda Lipson

92, Normandy Crescent | Oxford | OX4 2TN | UK

Tel: +44 (0) 1865 771813 Mob: 07927667133

Skype: brendaymanolo

Villa 3, Manzana 4, Ciudadela Bellavista, Guayaquil, Ecuador

Tel: +5934 222 0877/0900

Email: brenda@framework.org.uk www.framework.org.uk

Areas of expertise

- Consultancy and training on organisational assessments and reviews, organisational development and change, NGO leadership and management, partnerships
- Consultancy and training on civil society capacity building strategies, policies and programmes
- Strengthening networks, federations, international membership organizations
- Facilitation and programme evaluation (M&E) skills and experience
- Substantial experience of working with diverse actors – Multilateral and bilateral donor agencies (UNDP; WB; EU; DFID; SIDA; DGVIII; Irish Aid; Norad; USAID); International NGOs; Social Movements; Trade Unions; Local NGOs & CSOs.

Current position

Independent consultant, member of the Framework collective since 2009.

Associate of INTRAC (The International NGO Training and Research Centre), Oxford since 2007.

Examples of my work

Work on **CSO Organisational Development/Management Consultancies** includes:

- ❖ Work with Penal Reform International on an Organisational Learning/OD strategy (current)
- ❖ Work related to organizational models and operational presence:
 - Facilitation of an extended learning project with Amnesty International on activism organizing models (current)
 - Workshop with Amnesty International Secretariat on different National Organizing Models
 - Production of guidelines for new operational models for Progressio
 - Workshop on Oxfam International's process of merging individual member organization's operations into a single management system in El Salvador
 - Review of Self Help Africa's Rationale for Operations (development and application of criteria for choices on where to operate)
- ❖ Work with WWF UK on qualitative methods for monitoring and evaluating OD/organizational change; a 'think piece' on organizational culture and change and a study on OD frameworks used by International NGO 'families'.
- ❖ Design and piloting of various Organizational self-assessment tools, processes and associated materials including:

- Organisational Self-Assessment Tool and Process for BOND's Effectiveness Programme, for use by member organizations
 - Development of a self-assessment tool for use by Amnesty International sections
 - ❖ Implementation of organizational reviews:
 - Facilitation of Humanitarian Capacity Self-Assessments in 5 Latin American countries with Oxfam GB/Intermon Oxfam
 - Organisational Management Review for Norwegian Church Aid, Afghanistan country programme
 - review of Tax Justice Network's structure and ways of working
 - Review of Amnesty International's 'Partnership for Growth' strategy : Zimbabwe case study
 - Reviewing decision making processes and practices in Oxfam International Campaigns
 - Organisational Review of Public Services International, a global public sector Trade Union Federation plus facilitation of staff workshop on the transition processes and plans
 - Assessment of Amnesty International Secretariat's Development Department plus facilitation of redesign of approach, development of a Capacity Building framework and associated materials.
 - ❖ Consultancies on collaborative working:
 - Production of a toolkit on Monitoring in Partnership for Save the Children
 - Production of a draft booklet on Partnerships in Campaigns, for Amnesty International Secretariat
 - External facilitator for the development of a Consortium of INGOs (Self Help Africa, Farm Africa, Africa Now) implementing a Programme Partnership Agreement with DFID
 - ❖ Design and facilitation of vision and strategic planning workshops for Board, Senior Management and staff of Ethical Property Company
 - ❖ Internal discussion document for YCare International on good practice in Capacity Building plus review of the current model used by the World Alliance of YMCAs
- Consultancies focused on the development of **Civil Society and Partner Capacity Building Policies & Programmes**, including:
- ❖ Consultancies on capacity building within donor civil society support programmes:
 - A multi-donor 5-year Ethiopia Civil Society Support Programme
 - DFID/Nordic+ funded Tawanmandi Civil Society strengthening programme in Afghanistan
 - DFID Governance (Voice & Accountability) programme in Nigeria
 - UNDP Civil Society Strengthening Programme in Cyprus
 - ❖ Development on instruments and materials for partner capacity building work:

- A CBO self-assessment tool, guidelines and resource bank of capacity building materials for World Vision International
- A benchmark study on instruments and tools used for partner capacity building, plus a 'think piece' on monitoring and evaluating this work for World Vision US
- Desk study of experience of implementing Organizational Capacity Building work for World Vision US
- Review of Trocaire's Civil Society Development work + facilitation of new organization-wide Civil Society Development policy framework

Work on **Reviews, Monitoring and Evaluation** includes:

❖ Learning research and reviews:

- Case Study research on the use and application of Bond/NIDOS Effectiveness Tools and Services
- Learning review on ADD's approach to capacity building (Cambodia case plus cross-case synthesis)
- 10 years' Organisational Development experience, with WWF Colombia and WWF UK
- Study on NCA's Partnership Approach in Afghanistan
- Amnesty International's Impact Assessment of Activism project - a global learning initiative on impact assessment methods and effectiveness of activism tools and techniques
- Participatory internal review of World Vision International's experience of working in partnership with CBOs
- Nicaragua case study for Save the Children Norway's global study on Partnership
- Review of Plan International's engagement with civil society organisations – Guatemala Case Study

❖ Evaluations of capacity building projects and programmes:

- Capacity Building Small Grants Fund for Transparency International
- Danida pool funding for learning and capacity development in Danish networks, for Danish NGO Forum
- Evaluation of MS-Action Aid Denmark's transitional strategy and programmes, including the partner capacity building programme

❖ Other evaluations and reviews:

- International Service's DFID PPA evaluation
- Irish Aid/Christian Aid MAPS Joint Monitoring Visit to Colombia
- Assessment of Jesuits (Irish Province) international development work (Zambia case)

Training & Workshop/Conference Facilitation includes:

- Webinars on *Capacity Building Methods*
- Over twelve years' experience of design and implementation of workshops and courses on *Capacity Building* and *Organisational Assessment and Development*
- *Management, Leadership and Board Governance* courses
- Workshops and courses on *Networks, Strategic Relationships and Partnerships*:
- *Training of Consultants* course
- Design and co-facilitation of Civil Society Capacity Building International Conferences; a BMENA regional Civil Society Dialogue on Human Rights and of meetings of representatives from the Civil Society Departments of Bilateral and Multilateral Aid Agencies

Clients

Action Aid Denmark ● Amnesty International Secretariat ● Belgian NGO Federation ● BOND ● British Council ● CAFOD ● Capacitybuilders ● Charity Commission International Programme ● Christian Childrens Fund ● Coprogram Belgium ● Danish NGO Forum ● MS Denmark ● DFID ● DGVIII ● Ethical Property Company ● Euronaid ● Farm Africa ● George House Trust ● HIVOS ● Homeless International ● ICW ● Intermon Oxfam ● International Service ● Irish Aid ● Japan Ministry of Foreign Affairs ● Missean Cara ● Norwegian Church Aid ● Norwegian NGO Network ● OSCE ● Oxfam GB ● Oxfam Intermon ● Oxfam International Secretariat ● Penal Reform International ● Plan International ● Practical Action ● Progressio ● Public Services International ● Save The Children ● Self Help Africa ● SIDA ● Sisters of St.Louis ● Start Network ● Swedish Cooperatives Centre ● Tax Justice Network ● Transparency International ● Trocaire ● UNDP ● VVOB ● World Vision International ● World Vision Albania ● World Vision US ● WWF ● YCare International

Education and Languages

1992-1994 MSc, Management Development and Social Responsibility
Bristol University (SAUS)

1972-1975 BSc in Social Studies - specialism in Sociology, University of York

English (mother tongue), Spanish (fluent), Portuguese (Fair spoken), French (Fair)

Employment History

2008 to Present	Independent Consultant and Trainer
2000 to 2008	International NGO Training and Research Centre (INTRAC) Deputy Executive Director; Director of Training and Capacity Building
1996 to 2000	Oxfam GB – Regional Manager, South America
1995 to 1996	Oxfam GB – Deputy Regional Representative, Caribbean
1992 to 1995	CIIR (now known as Progressio) – Joint Manager, Haiti, Dominican Republic and Nicaragua

1991 to 1992	CIIR (now known as Progressio) – interim Country Representative, Ecuador
1987 to 1991	CIIR (now known as Progressio) –Joint Manager, Haiti and Dominican Republic
1985 to 1987	FESICTRAG Trade Union Federation, Guayaquil, Ecuador – Popular Communications/Education worker
1980 to 1985	Fundacion Ecuatoriana de Desarrollo Social (FEDESO), Guayaquil, Ecuador: Popular Comms/Education worker
1975 to 1980	Community Video worker + Arts Administrator at Walworth & Aylesbury Community Arts Trust and Inter-Action Community Arts, London

International Experience

A mix of long and short term work in:

The Americas/ Caribbean	Bolivia, Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Nicaragua, Peru, Paraguay, USA
Africa	Ethiopia, Malawi, Nigeria, Zambia, Zimbabwe
(Central) Asia	Afghanistan, Cambodia, China, Japan, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan
Middle East	Jordan, Lebanon, Qatar, Oman,
Europe	Albania, Belgium, Croatia, Cyprus, Denmark, Finland, Ireland, The Netherlands, Norway, Poland, Sweden, United Kingdom

Publications

Lipson, Brenda and Hunt, Martina (2008) Capacity Building Framework – A Values Based Guide to Programming, Oxford, INTRAC

Lipson, Brenda (2006) 'Taking Stock' – paper on INGO approaches to capacity building, presented at Civil Society & Capacity Building Conference, Oxford,

Lipson, Brenda (2003) 'Identifying the Challenges of Capacity Building at Civil Society Level' – chapter in 'Changing Expectations? The concept and practice of civil society in international development' , Oxford, INTRAC

Lipson, Brenda (2003) Paper on Capacity Building presented at Capacity Building Conference, Beijing, China

Lipson, Brenda (2002) Paper on Resource Mobilization at National Conference on Resource Mobilization, Brasil,

Plus various articles in ONTRAC, the newsletter of INTRAC

Other

Trustee of Practical Action

Member of Oxfordshire Network of International Development Consultants (ONIC)

Member of Management Development Network (MDN)